



Aboriginal and Torres Strait Islander  
**Employment Strategy** 2018-20

**ndis**

“Like the course of a river as it flows into the sea, is the journey of possibilities for NDIA employees. Footprints evolve toward moments of significance, learning is enhanced with nurturing and guidance. Supported by staff and a framework to progress, opportunities will present furthering one’s success.”

– Kylie Clarke



# Artwork used in this Strategy

## About the Artist



Kylie Clarke is a Gunditjmara, Wotjobaluk and Ngarrindjeri woman. Growing up on Wadawurrung Country in Geelong, she discovered her

passion for art at an early age and has since painted at the request of friends, and family, government and non-government organisations and education bodies.

Kylie has implemented Aboriginal Youth and Education Access and Participation Programs for 15 years in Darwin, Gippsland and Geelong. She is passionate about community engagement, empowerment, mentoring and making the most of life's opportunities.

Kylie considers her art as a therapeutic means of connecting to Country and culture. Her creations are symbolic of the journey of life. One of aspirations, possibilities and growth.

## Artwork meaning

The upward and outward direction of the journey resembles the employee's increasingly defined and significant path.

Campsites along the way represent moments of reflection, learning and growth.

Gathering with NDIA employees alongside signifies mentoring. Sharing ideas, providing support and nurturing development.

Mentoring becomes less apparent as the employee becomes more independent with confidence and capacity.

The journey is surrounded by the flow of Wadawurrung Country's Barwon River, in Djilang (Geelong). Adjacent are the sand dunes, suggesting change as influenced by the environment. The three directions branching out depict the Barwon River opening at Koornoo (Barwon Heads), into the Bass Strait, symbolic of the possibilities ahead.

Aboriginal and Torres Strait Islander readers are warned that this document may contain images and names of deceased people.

### **Traditional custodian acknowledgement**

The National Disability Insurance Agency (NDIA) acknowledges the traditional custodians of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present and emerging leaders.

### **The terms we have used in our Aboriginal and Torres Strait Islander Employment Strategy**

The NDIA respectfully uses the terms 'Aboriginal and Torres Strait Islander' and 'Indigenous' in our Aboriginal and Torres Strait Islander Employment Strategy to refer to Aboriginal People and Torres Strait Islanders of Australia and First Peoples. We acknowledge other cultural names may be preferred.

### **Contributor acknowledgement**

This Aboriginal and Torres Strait Islander Employment Strategy (the Strategy) acknowledges the efforts of our Aboriginal and Torres Strait Islander employees, the Indigenous Champion at the time, Stephanie Gunn and the Aboriginal and Torres Strait Islander Employment Working Group and other NDIA employees for the development of this Strategy.

### **Aboriginal and Torres Strait Islander Employment Strategy Working Group**

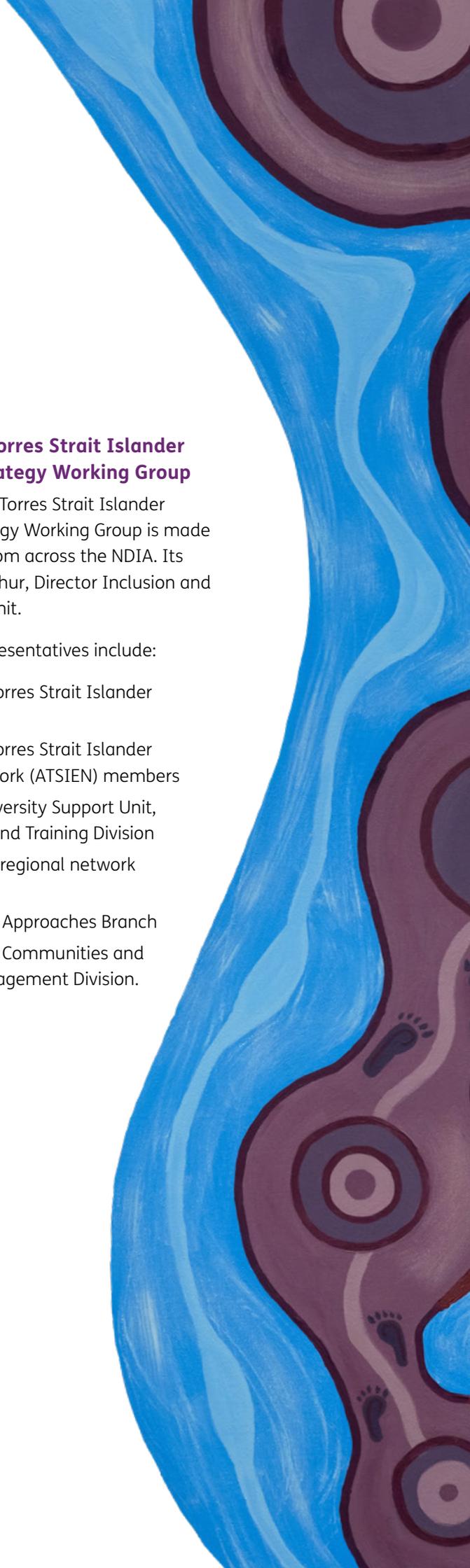
The Aboriginal and Torres Strait Islander Employment Strategy Working Group is made up of employees from across the NDIA. Its Chair is Clare McArthur, Director Inclusion and Diversity Support Unit.

Working group representatives include:

- Aboriginal and Torres Strait Islander employees
- Aboriginal and Torres Strait Islander Employees Network (ATSIEN) members
- Inclusion and Diversity Support Unit, People, Culture and Training Division
- Non-Indigenous regional network representative
- Scheme Practice Approaches Branch
- Communication, Communities and Stakeholder Engagement Division.



Delivered by the  
National Disability  
Insurance Agency



# Aboriginal and Torres Strait Islander Employment Strategy

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## Contact us

The NDIA welcomes feedback on our Aboriginal and Torres Strait Islander Employment Strategy. For more information about the development of this publication, or to request an alternative format, contact us through [Inclusionanddiversity@ndis.gov.au](mailto:Inclusionanddiversity@ndis.gov.au)

# Foreword from our CEO and Inclusion Champion



I am pleased to introduce the Agency's first Aboriginal and Torres Strait Islander Employment Strategy 2018-20.

One of the aspirations outlined in the National Disability Insurance Agency (NDIA) Corporate Plan 2017-19 is to build a high-performing Agency. A crucial element of delivering on this goal is the active development of a diverse workforce.

This strategy outlines the NDIA's commitment to the employment of Aboriginal and Torres Strait Islander people. Increasing the representation of First Nation people in the NDIA is crucial to our culture, performance, and the successful delivery of the Scheme. The more accurately our workforce reflects our society, the more we learn about ourselves, our society, and how we can best deliver the NDIS to all communities.

Making sure our workforce is appropriately representative of the communities we work with will also go some way in helping Indigenous Australians trust, engage and work with us. It is a demonstration of our commitment to understanding how culture, community, and history might impact the way people engage with government and disability services.

This Strategy lays out the actions we will take to increase the number of Aboriginal and Torres Strait Islander employees at the NDIA over the coming years, and also support those employees

while working with us. In order to attract and retain the invaluable skill, knowledge and passion of Indigenous Australians, we must build and maintain a workplace that is welcoming and supportive of people from all backgrounds.

In my role as CEO, I have the honour of meeting Agency staff across the country, and talking to them about the positive impact the Scheme is having in their local areas. I look forward to seeing this Strategy support us in employing and developing a diverse range of skilled and committed people who care about their local communities.

This will make sure we deliver a Scheme that enables people with disability to achieve their goals in more inclusive workplaces and communities.

**Robert De Luca**  
**CEO**  
**Inclusion Champion**



# Foreword from our Indigenous Champion



I am proud to be the NDIA's Indigenous Champion and am very pleased to be a part of the first Aboriginal and Torres Strait Islander Employment Strategy.

Currently, Aboriginal and Torres Strait Islander employees make up 3.15 per cent of our workforce. While the Australian Public Service (APS) Commissioner set us an employment target of 2.5 per cent, which we have exceeded, we will continue to strive for a higher representation through targeted marketing and using the APS identified and affirmative measures, the support of our employee network, increasing cultural capability, and providing more leadership development opportunities.

The 2017 census showed that more than half the Aboriginal and Torres Strait Islander population is younger than 25 years of age. The *GenerationOne – Everybody's Business* report found more than one in three young Aboriginal and Torres Strait Islanders think getting a job is of major importance compared to more than one in five non-Aboriginal people. These two factors show there is an amazing opportunity for us to bring keen young Aboriginal and Torres Strait Islanders into the NDIA who can learn and grow to become leaders in our organisation.

The development of a broader advertising campaign, specific mentoring programs, scholarships, cadetship and a bespoke cultural capability program are identified as some of the many activities in this Strategy. I am sure they will all have positive and rewarding results.

I would like to thank everyone who has been involved in the development of this Strategy and I look forward to seeing and hearing the results over the next three years.

**Michael Francis**  
**Deputy CEO**  
**Indigenous Champion**

# Our Aboriginal and Torres Strait Islander employee profile

Since the NDIA's inception in 2013, the percentage of Indigenous employees has grown from 1.7 per cent (30 June 2014 and 2015) to 1.93 per cent at 30 June 2016 and 2.72 per cent at 30 June 2017. The Northern Territory has the largest proportion of Aboriginal and Torres Strait Islander employees at 17.9 per cent of its workforce.

More than half the Aboriginal and Torres Strait Islander population in Australia is younger than 25 years of age.

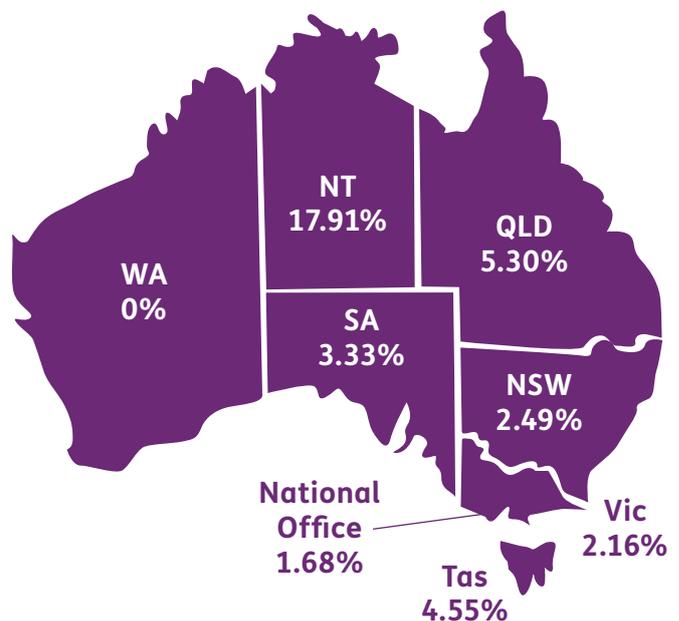
The representation of Aboriginal and Torres Strait Islanders is 3.2 per cent across the APS (State of the Service report 2016-17) compared to the NDIA's rate of 3.10 per cent (as at 30 April 2018).

The Australian Public Service (APS) State of the Service report 2017 shows that most Aboriginal and Torres Strait Islander employees are APS1-6, employment at higher levels has remained relatively static. In NDIA, nearly a third of the Aboriginal and Torres Strait Islander employees are APS5 and just over 6 per cent are EL1. Rates of separation among Aboriginal and Torres Strait Islanders in the APS remains consistently higher than other employees in the general workforce. The attrition rate within the ongoing APS Aboriginal and Torres Strait Islander employee cohort is 63.85 per cent compared to 10.99 per cent for ongoing APS employees who did not identify.

**The NDIA has 82 Aboriginal and Torres Strait Islander employees as at 30 April 2018 and 2531 Non Indigenous.**



**The Northern Territory has the largest proportion of Aboriginal and Torres Strait Islander employees 17.91 per cent of its workforce.**





## Peta Turner

Chair of the Aboriginal and Torres Strait Islander Employee Network (ATSIEN)



**“The ATSIEN is a place I can give and get support and advice. It makes me feel connected to Aboriginal and Torres Strait Islander staff who work for the Agency and its Partners”**

‘I am an Awabakal woman from Lake Macquarie, NSW. I was born and have lived my whole life in Sydney. I started with the Agency at the Nepean Blue Mountains Early Launch site in June 2015.

I have progressed in the NDIA in a variety of roles, starting as an APS2, and progressing to an APS6 in various business areas; Corporate, Planning EL1 in the Indigenous Coordination Team.

The value of joining the ATSIEN is that the network allows you to connect and meet with other Aboriginal and Torres Strait Islander employees. Sometimes you can feel isolated if you don't have any other Aboriginal and Torres Strait Islander employees in your region.

Since being part of the ATSIEN, I have progressed in my career. It has given me the opportunity to learn from all the other members. Everyone involved brings something different and as a collective, we are deadly.’

# Strategy Background

This Strategy stems from a deliverable identified in the NDIA's first Reconciliation Action Plan 2016–17 (RAP), which was launched on 13 July 2016. This Strategy will sit under a broader Inclusion Framework currently being developed.

The NDIA is committed to increasing the representation of Aboriginal and Torres Strait Islanders in its workforce. To achieve this, the NDIA aims to provide Aboriginal and Torres Strait Islander employees with the tools, resources and capabilities to retain and develop employees and to ensure managers and peers are culturally capable.

## The focus areas of this Employment Strategy:

**1. Workplace & Environment** PG 18

**2. Attraction & Recruitment** PG 20

**3. Retention** PG 22

As an Agency, we need to recognise the particular challenges for our Aboriginal and Torres Strait Islander colleagues. One of these challenges can be pressure to be a role model or representative for all Aboriginal and Torres Strait Islander employees.

Cultural obligations can have an impact on individuals and the stress of family-work balance and boundaries can be difficult to manage. Flexible leave and cultural leave may be insufficient for some people and employees feel some managers do not fully appreciate the challenges faced by their Aboriginal and Torres Strait Islander team members and colleagues.

A recent ANU study (Biddle and Lahn) found the rates of separation among Aboriginal and Torres Strait Islander public servants remain consistently higher than other employees. Some of the reasons identified for this were:

- Not able to use their knowledge of culture and country in a work context
- Feeling of being passed over for advancement or opportunities
- Casual or everyday racism and the response to it—for example, stereotyping Aboriginal and Torres Strait Islanders by how they should or should not look or act
- Feeling they are being held personally responsible for the retention of other Aboriginal and Torres Strait Islander employees and expected to be a mentor and support person
- Overselling of working in the Australian Public Service (APS)
- Politics and policies
- Feeling undervalued and just being employed as part of a target.

The study also found Aboriginal and Torres Strait Islanders tended to stay in the APS for the following reasons:

- Service to the community
- Secure employment and conditions
- Supportive colleagues
- Ability to work on Indigenous issues and community engagement.

### Kara Peters

Executive Assistant,  
Regional and Scheme  
Implementation



**“Once you are in the public service there are so many possibilities available to you so the sky is the limit when it comes to the opportunities you have to further your career.”**

Kara Peters is in the Regional Support Team and is a graduate of the Agency’s 2016-17 Indigenous Australian Government Development Program (IAGDP). The IAGDP is an employment and development program. The program, involved a 15-month work placement and a diploma qualification in the public sector.

‘The best thing to come out of this experience is knowing I was able to succeed in the program and in my role at the NDIA, even though I didn’t think I would get through it at some stages. I have gained a lot more confidence and met some wonderful people.’

The Australian Public Service Commission's (APSC) State of the Service Report 2016-17 indicates the representation of Aboriginal and Torres Strait Islander peoples is around 3.2 per cent across the APS compared to the NDIA's rate of 3.10 (as at 30 April 2018).

The APSC target for the Commonwealth public sector is 3 per cent by 2018. The APS Commissioner set the NDIA a target of 2.5 per cent. We have exceeded this target; however, this is not cause for complacency as an organisation. We will strive to maintain or increase this figure reflecting the NDIA's aim to be an employer of choice and ambition to exceed the APS Commissioner's target. It will ensure our workforce profile reflects and understands the community we serve and we support Commonwealth efforts to Close the Gap on Indigenous Disadvantage.

Aboriginal and Torres Strait Islanders with disability are particularly disadvantaged and this Strategy, combined with our Disability Strategy 2018-20, aims to increase the number of Aboriginal and Torres Strait Islanders with disability in our workforce. In implementing this Strategy's activities, we will focus on ensuring our local staffing profile reflects the proportion of Aboriginal and Torres Strait Islanders in the regional area.

The 2017 State of the Service report revealed that most Aboriginal and Torres Strait Islander employees are employed at APS1-6 classification and employment for this group at higher levels has remained relatively static.

In NDIA, 1.7 per cent of Executive Level 1 and above APS employees are Aboriginal and Torres Strait Islanders. This is an area identified in this strategy – implementing mentoring and development programs to mentor and develop our existing and new employees to move into leadership roles.

The Australian Bureau of Statistic's last census (2017) found that more than half Australia's Aboriginal and Torres Strait Islander population is younger than 25 years of age. More than one in three young Aboriginal and Torres Strait Islanders think getting a job is of major importance compared with more than one in five other Australians (*GenerationOne – Everybody's Business*).

This presents an opportunity for us to increase our representation at EL1 and above level by sourcing, training and mentoring young Aboriginal and Torres Strait Islanders for a career in the NDIA.

## Danny Curtis

NDIA Assistant Director Partner Relationships (NT)



**“I find I’m always learning from my work and listening to others tell their stories and work experience.”**

‘I’m an Arrernte Warrumunga man, born in Alice Springs. I have two boys, a 28-year-old and a 24-year-old. They both live in Adelaide, SA. My 24-year-old son is living in supported accommodation in Adelaide and is working at Barkuma, a work place for people living with disability.

Before joining NDIA, I worked with the Department of the Prime Minister and Cabinet as a Government Engagement Coordinator, at Ampatjwatja Community.

Since joining NDIA, I have been living at Nhulunbuy East Arnhem for 12 months. My current role is community engagement. I work closely with the Nhulunbuy and Darwin office teams. I have been working down in the Alice Springs office doing the rollout on the APY Lands. I have also been looking after the Community Connector program for East Arnhem and the APY Lands.

I like to share my ideas about how we can work in very remote areas – you need cultural protocols when you visit community. I run a day-long cultural workshop for new employees but in the future I would like to do it in a community setting so they can ask people in community lots of questions. I find I’m always learning from my work and listening to others tell their stories and work experience.’

# Consultation Summary

The NDIA conducted a national consultation process with Aboriginal and Torres Strait Islander employees and key internal and external stakeholders.

The consultation and engagement process was conducted from August to November 2017. We received feedback through:

- Aboriginal and Torres Strait Islander Peoples Employment Working Group Meetings
- ATSIEN teleconference and conference
- teleconferences for regional and National Office employees
- emails sent to all ATSIEN members
- engagement with other relevant stakeholders, including our Partners in the Community (PITC)
- responses to surveys and email updates.

Following the extensive consultation, this Strategy sets out actions the NDIA can take to build and retain the number of Aboriginal and Torres Strait Islanders in the workforce so we better represent the community. It will give us access to talented people, diversity at work and employees who can help us produce and deliver culturally appropriate products and services.

The main themes identified during the consultation process, when discussing the focus areas of Workplace and Environment, Attraction and Recruitment and Retention were:

- Understanding, recognition and cultural capability
- Support, development and career pathways
- Community engagement
- Internal communications, reporting and analysis.

## Understanding, recognition and cultural capability

Survey responses showed employees recognise the NDIA encourages and promotes significant cultural events and celebrations, such as National Reconciliation Week, Sorry Day, NAIDOC Week and Coming of the Light, including local community celebrations and national events.

Feedback also indicated that NDIA's RAP, the promotion of Welcome to Country for formal occasions, inviting community Elders and representatives and Acknowledgement of Country for meetings were all things the NDIA does well.

Many respondents raised the importance of acknowledging particular challenges for Aboriginal and Torres Strait Islander employees. Frequently mentioned issues were the impact of years of dispossession and disadvantage and the ongoing impact of past policies such

as the Stolen Generation, life expectancy, and the incarceration rate within Aboriginal and Torres Strait Islander communities. Obligations to family and community were also raised by respondents who indicated this was often not understood by managers and peers.

Other matters mentioned were:

- Cultural capability learning program, manager upskilling
- Smoking ceremonies
- Naming of offices and meeting rooms
- Cultural day celebrations
- Commissioning appropriate local artwork.

### Purpose of this Strategy

The purpose of the Aboriginal and Torres Strait Islander Employment Strategy 2018–20 (Strategy) is to set out the actions the NDIA will take over the next three years to improve employment opportunities and support for Aboriginal and Torres Strait Islander employees.

## Support, development and career pathways

The current supports and development options were acknowledged as important, such as the ATSIEN and participation in the Indigenous Australian Government Development Program (IAGDP), Indigenous Apprenticeships Program (IAP), NDIA Graduate Program (Affirmative Measures positions) and the Jawun APS Secondment Program.

There is a disparity between the APS and NDIA's rates of pay when compared to State or Territory rates; however, the NDIA employee value proposition is increased by demonstrating it provides a safe, supportive and rewarding workplace for Aboriginal and Torres Strait Islander employees.

Low numbers of Aboriginal and Torres Strait Islander employees in some areas can result in a feeling of isolation and this can have a negative effect on retention. Several employees noted that creating and implementing this Strategy was a good first step to increasing support and career development options.

During consultation, recommendations included:

- Increased support through buddy and mentor programs

- Use of the APS Affirmative Measures in volume recruitment processes
- Additional training and development opportunities (such as an exchange program for APS employees with Partners in the Community (PITC))
- ATSIEN welcoming new employees with an informative email
- Support and ensure ATSIEN network members are released to attend forums and meetings
- Offering cadetships
- More Indigenous representation on recruitment panels.

### Reporting

The Agency's Inclusion and Diversity Support Unit (IDSU) will monitor, and report against the action items to the Indigenous Champion and the Inclusion and Diversity Steering Committee on a six monthly basis and to other Executive bodies as required.

Responsible business areas will provide IDSU with updates on a six monthly basis (or as requested). Business areas will be provided with a reporting template.

## Community engagement

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The NDIA has an Aboriginal and Torres Strait Islander Engagement Strategy and a Rural and Remote Strategy which outline respectful and inclusive practices when delivering the Scheme. The Scheme Practice Approaches Branch has established a dedicated Indigenous Coordination team to support respectful engagement with urban, rural, regional, remote and very remote Indigenous communities and individuals.

Consultation also suggested we should:

- attend local community events
- advertise roles in Indigenous media/papers and on community boards ensuring they include Aboriginal and Torres Strait Islanders.

## Internal communications, reporting and analysis

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The NDIA reports on the representation of Aboriginal and Torres Strait Islanders in the workforce. It also completes an annual progress report for the RAP. However, the frequency of updates could be improved.

Several respondents felt there needs to be a better identity and presence on the NDIA intranet. A more visual recognition of the diversity in our workplace was also suggested (for example, a map showing the location of ATSIEN members).

Other suggestions included:

- Aboriginal and Torres Strait Islander employee surveys are conducted every 12 months
- Publish good news stories about Aboriginal and Torres Strait Islander employees
- Exit surveys are conducted for all Aboriginal and Torres Strait Islander employees.



# Actions and Implementation Plan



## Actions and Implementation Plan

# 1. Workplace and environment

ACTION	OUTCOME	RESPONSIBILITY & TIMING
<b>1.1 Conduct regular reporting to ensure we are meeting our targets</b>	Six monthly reporting to Indigenous Champion	People, Culture and Training <b>Commence May 2018</b>
<b>1.2 Embed and support Local Champion Network</b> *IRAP	All Regional offices and relevant National office branches have an active local Inclusion Champion	Scheme Practice Approaches (SPA) <b>Jul 2018</b>
<b>1.3 Develop buddy for all new or existing Aboriginal and Torres Strait Islander employees</b>	All new employees have a buddy assigned to them	People, Culture and Training Line Managers <b>Dec 2018</b>
<b>1.4 Create NDIA mentor program for Aboriginal and Torres Strait Islander employees</b>	New program has been established and received positive feedback	People, Culture and Training <b>Jun 2019</b>
<b>1.5 Develop Aboriginal and Torres Strait Islanders Confident Recruiter package/training program</b> *IRAP	Program has been piloted and feedback received	People, Culture and Training <b>Jun 2020</b>
<b>1.6 Development of comprehensive Aboriginal and Torres Strait Islander Intranet content</b>	Relevant and useful content and links on intranet	People, Culture and Training Scheme Practice Approaches (SPA) <b>Dec 2018</b>

ACTION	OUTCOME	RESPONSIBILITY & TIMING
<b>1.7 Mandatory Aboriginal and Torres Strait Islander Cultural Capability training</b> <b>*IRAP</b>	Learning materials developed and included in mandatory learning	People, Culture and Training <b>Sep 2018</b>
<b>1.8 Increase profile and use of Indigenous Yammer Group</b>	Increase in the number of users	ATSIEN People, Culture and Training <b>Sep 2018</b>
<b>1.9 Promote Indigenous Champion role</b>	Four articles posted on the intranet by 31 Dec 2018	People, Culture and Training <b>Dec 2018</b>
<b>1.10 Promote ATSIEN and get commitment from SES to allow participation</b>	Increase in number of members and increase in participation at meetings	People, Culture and Training ATSIEN <b>Sep 2018</b>

**\*IRAP** = Aligns with deliverables in the NDIA's draft Innovate Reconciliation Action Plan 2018-20.

## Actions and Implementation Plan

# 2. Attraction and recruitment

ACTION	OUTCOME	RESPONSIBILITY & TIMING
<b>2.1 Send welcome email and information to new employees</b>	Induction pack from ATSIEN received by identified new employees	ATSIEN, People, Culture and Training <b>Sep 2018</b>
<b>2.2 Included Indigenous panel members on selection panels for Affirmative Measures recruitment</b>	Procedure to ensure all Affirmative Measures recruitment includes Indigenous panel member	People, Culture and Training <b>Jun 2018</b>
<b>2.3 Affirmative Measures panel members must have completed Aboriginal and Torres Strait Islander Cultural Capability training</b>	Recruitment Guide amended to reflect change	Panel Chair People, Culture and Training <b>Dec 2018</b>
<b>2.4 Affirmative Measures panel members must complete confident recruiter training for Affirmative Measures and Identified positions</b>	Training has been developed and piloted	Panel Chair People, Culture and Training <b>Jun 2020</b>
<b>2.5 Develop list of trained panel members</b>	List of trained panel members is maintained	People, Culture and Training <b>Dec 2018</b>
<b>2.6 Affirmative Measures used in all new site volume recruitment</b>	Recruitment Guide amended to reflect change	People, Culture and Training <b>Jun 2018</b>

ACTION	OUTCOME	RESPONSIBILITY & TIMING
<b>2.7 Develop advertising communications package for rural and remote recruitment</b> <b>*IRAP</b>	Materials such as flyers circulated to local community boards, ACCHOs, co-ops, land councils. Establish networks with regional engagement and PITC	People, Culture and Training HRBPs <b>Dec 2018</b>
<b>2.8 Investigate visual map of NDIA employees who can link into community in all sites/regions</b>	Advice provided to ATSIEN on possible options	Scheme Practice Approaches, ATSIEN <b>Jun 2019</b>
<b>2.9 Hold information sessions and application tips in regions for bulk recruitments</b> <b>*IRAP</b>	One session held in a region	HR Business Partner <b>Dec 2018</b>
<b>2.10 Develop Indigenous Cadetship for 2020</b>	First cadet recruited for 2020	People, Culture and Training <b>Jan 2020</b>
<b>2.11 Maintain our existing entry level programs</b> <b>*IRAP</b> Indigenous Apprenticeships Program (IAP) Indigenous Australian Government Development program (IAGDP) APS Pathway Graduates.	Selection of next cohort for 2018/19	People, Culture and Training <b>Dec 2019</b>
<b>2.12 Review IAP and IAGDP programs in 2019</b>	Report completed with recommendation	People, Culture and Training <b>Mar 2019</b>

**\*IRAP** = Aligns with deliverables in the NDIA's draft Innovate Reconciliation Action Plan 2018-20.

## Actions and Implementation Plan

# 3. Retention

ACTION	OUTCOME	RESPONSIBILITY & TIMING
<p><b>3.1 Provide information sessions to all managers about employee ceremonial and cultural leave entitlements</b></p> <p><b>*IRAP</b></p>	<p>All supervisors and managers provided with information around ceremonial and cultural leave entitlements</p>	<p>People, Culture and Training, HRBP</p> <p><b>Dec 2018</b></p>
<p><b>3.2 Deliver Cultural Capability training to all employees</b></p> <p><b>*IRAP</b></p>	<p>All employees have completed Cultural Capability training</p>	<p>People, Culture and Training</p> <p><b>Jun 2020</b></p>
<p><b>3.3 Investigate Leadership Secondment Program for APS level employees with Partner organisations in 2019</b></p>	<p>Development of Partnership program and guidelines</p>	<p>People, Culture and Training</p> <p><b>Dec 2019</b></p>
<p><b>3.4 Leadership course for APS5 &amp; 6</b></p>	<p>APSC agree to NDIA participating and NDIA guidelines are developed</p>	<p>People, Culture and Training</p> <p><b>Dec 2019</b></p>
<p><b>3.5 Establish ATSIEN sub group to reflect NDIA diversity and to be a voice working on Scheme policy issues</b></p>	<p>ATSIEN subgroup has met</p>	<p>Scheme Practice Approaches</p> <p><b>Dec 2018</b></p>
<p><b>3.6 Review Employee Assistance Program (EAP) to ensure it is culturally appropriate</b></p>	<p>Provided information to ATSIEN to confirm culturally appropriate assistance is provided</p>	<p>People, Culture and Training</p> <p>Any required changes are made by Benestar (EAP)</p> <p><b>Dec 2018</b></p>

ACTION	OUTCOME	RESPONSIBILITY & TIMING
<b>3.7 Develop Scholarship program for existing employees to finish final year of university study</b>	Developed program guidelines and Indigenous name of scholarship program	People, Culture and Training <b>Dec 2020</b>
<b>3.8 Reporting from each region and office on cultural activities</b> <b>*IRAP</b>	Activities recorded on the intranet or Yammer	People, Culture and Training <b>Jul 2018</b>
<b>3.9 Conduct annual survey for Aboriginal and Torres Strait Islander employees</b> <b>*IRAP</b>	First survey completed by majority of Aboriginal and Torres Strait Islander employees	People, Culture and Training <b>Nov 2018</b>
<b>3.10 Develop leadership Program for APS6 and EL1's to transition into EL1 and EL2 levels</b>	Pilot of program and increased application by Aboriginal and Torres Strait Islander employees for executive level roles	People, Culture and Training <b>Jun 2020</b>
<b>3.11 Promote attendance at community events nationally and regionally</b> <b>*IRAP</b>	Events publicised at least one week ahead of event	ATSIEN, Corporate Directors People, Culture and Training <b>One week prior to event</b>

**\*IRAP** = Aligns with deliverables in the NDIA's draft Innovate Reconciliation Action Plan 2018-20.

# APPENDIX A:

## Glossary of Terms and links

### **Aboriginal and Torres Strait Islander Employees Network (ATSIEN)**

The NDIA ATSIEN is a forum open to all employees who are Aboriginal and Torres Strait Islander. ATSIEN is a group where our Agency colleagues who are Aboriginal and Torres Strait Islander are able to meet and support each other.

### **Aboriginal and Torres Strait Islander Engagement Strategy**

The [Aboriginal and Torres Strait Islander Engagement Strategy](#) is a statement of the NDIA's commitment to work with Aboriginal and Torres Strait Islander communities in delivering the National Disability Insurance Scheme (NDIS) across Australia.

### **Affirmative measures - Indigenous**

Section 26 of the [Australian Public Service Commissioner's Directions 2016 \(External\)](#) provides the affirmative measure, giving agencies the flexibility to identify a vacancy as open only to persons who are Aboriginal and Torres Strait Islander persons. The affirmative measure is designed to address the under-representation of Aboriginal and Torres Strait Islander persons in the Australian Public Service (APS).

### **ANU report**

[Understanding Aboriginal and Torres Strait Islander employee decisions to exit the Australian Public Service. N Biddle and J Lahn \(External\)](#). The Centre for Aboriginal Economic Policy Research (CAEPR) undertakes high-quality, independent research to further the social and economic development and

empowerment of Indigenous people throughout Australia. The research presented in the paper seeks to understand the reasons Aboriginal and Torres Strait Islander employees opt to leave the APS.

### **Australian Bureau of Statistics (ABS) Census**

The ABS conducts a nation-wide census every five years to collect a range of statistical data on the Australian population. For further data, visit [2017 Census \(External\)](#)

### **Australian Public Service Commission (APSC)**

The [Australian Public Service Commission \(External\)](#) is an Australian Government statutory agency acting to ensure future capability and sustainability for Australian Public Service staff.

### **Closing the Gap**

A Government strategy aiming to reduce disadvantage among Aboriginal and Torres Strait Islander people with respect to life expectancy, child mortality, access to early childhood education, educational achievement and employment outcomes. For further information [Closing the Gap - Prime Minister's report 2017 \(External\)](#)

### **GenerationOne**

A Handbook for Indigenous Employment was developed in close consultation with Aboriginal and Torres Strait Islander individuals and organisations, reflecting the shared knowledge and experiences on helping people break the cycle of disadvantage.

## Indigenous

Indigenous Australians are the Aboriginal and Torres Strait Islander people of Australia, descended from groups that existed in Australia and surrounding islands prior to British colonisation.

### Indigenous Apprenticeships Program (IAP)

The IAP is a 12-month [Indigenous Apprenticeships Program \(External\)](#) (IAP), facilitated by the Department of Human Services. This program provides a tailored approach to learning, based on academic and cultural needs. It offers a full time entry-level position, competitive salary and a nationally recognised certificate or diploma.

### Indigenous Australian Government Development Program (IAGDP)

The [IAGDP Program \(External\)](#) is a 15-month entry-level program, facilitated by the Department of Jobs and Small Business combining ongoing employment with structured learning, leading to a Diploma of Government.

The NDIA is one of 16 APS agencies participating in the IAGDP, a job and training opportunity for Aboriginal and Torres Strait Islander people who are interested in working in the Public Service and the NDIA.

### Indigenous Champion

The Indigenous Champion is a senior person within the Agency that has an acknowledged role to sponsor, support or champion activities related to Aboriginal and Torres Strait Islander employees. The individual is proactive, an advocate and well known for their passion in this area.

## Jawun Program

The [Jawun APS Secondment Program \(External\)](#) is open to high-performing, highly-skilled Executive Level employees, who are flexible, resilient and are prepared to be taken out of their comfort zone to work for a six-week period in an Indigenous organisation. Jawun also offer six to twelve week Empowered Communities secondments to SES Band 1 or high performing Executive Level 2 officers.

## NAIDOC

National Aborigines and Islanders Day Observance Committee (NAIDOC) [NAIDOC Week \(External\)](#) celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but also by Australians from all walks of life. The week is a great opportunity to participate in a range of activities and to support your local Aboriginal and Torres Strait Islander community.

## National Reconciliation Week (NRW)

[NRW \(External\)](#) commemorates two significant milestones in the reconciliation journey— the successful 1967 referendum and the High Court Mabo decision.

The week is a time for all Australians to learn about our shared histories, cultures and achievements and to explore how each of us can join the national reconciliation effort.

## **NDIA**

The National Disability Insurance Agency is a Commonwealth government organisation administering the NDIS. Also known as ‘the Agency’.

### **NDIA Disability Strategy and Action Plan 2018-20**

The Disability Strategy and Implementation Plan outlines a range of goals we need to achieve across our business in order to meet our aim of being an employer of choice for people with disability, and a leading organisation for access and inclusion. The Strategy will be launched in 2018.

### **NDIA Reconciliation Action Plan (RAP)**

The [Reconciliation Action Plan 2016-2017](#) states the Agency’s commitment to providing Aboriginal and Torres Strait Islander communities with culturally responsible and equitable access to both the Scheme and employment opportunities within the Agency.

The Agency will be releasing a new RAP in 2018.

### **Partners in the Community (PITC)**

Partners in the Community are suitably experienced and qualified organisations within the community that deliver local area coordination (LAC) and Early Childhood Early Intervention (ECEI) services. The NDIA will source partners, manage partner agreements, support and train partners, and set standards for partners in their delivery of LAC and ECEI services.

## **People Strategy 2017-19**

The [People Strategy](#) provides definition and clarity on how the Agency will attract, support, develop and retain our people by setting clear objectives and deliverables, which will anchor success as we grow. These deliverables or ‘foundation products’ are separated into the following five core elements, which form the Strategy’s key focus areas:

- Culture and Engagement
- Diversity and Inclusion
- Learning and Development
- Workforce Planning
- Talent.

### **Rural and Remote Strategy**

The [Rural and Remote Strategy](#) details how the NDIA will work with communities, governments and local service providers to deliver the NDIS in rural and remote areas.

The Rural and Remote Strategy guides the NDIA as we collaborate and partner with communities to identify community features and strengths. Through local engagement and planning, the NDIA will build on existing strengths and develop creative ways to support people with disability.

### **The Stolen Generations**

The Stolen Generations (also known as Stolen Children), were children of Australian Aboriginal and Torres Strait Islanders, who were removed from their families by Australian Federal and State government agencies and church missions, under acts of their respective parliaments.

# APPENDIX B:

## Significant dates celebrated by Aboriginal and Torres Strait Islanders and the community

### 13 February - Anniversary of the Apology (2008)

Anniversary of the formal apology made on 13 February 2008 by the government and the Parliament of Australia to Australia's Aboriginal and Torres Strait Islander people - in particular to the Stolen Generations.

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### 15 March - National Close the Gap Day

[National Close the Gap Day \(External\)](#) is an annual event held to raise awareness of the Indigenous health crisis.

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### 26 May - National Sorry Day

National Sorry Day offers the community the opportunity to acknowledge the impact of the policies spanning more than 150 years of forcible removal of Aboriginal and Torres Strait Islander children from their families. The first National Sorry Day was held on 26 May 1998 following the 1997 Human Rights Equal Opportunity Commission report *Bringing Them Home*, which recommended a national day of observance be declared.

### 27 May - Anniversary of the 1967 Referendum

In 1967, over 90 per cent of Australians voted in a Referendum to remove clauses from the Australian Constitution which discriminated against Aboriginal and Torres Strait Islander Australians. The Referendum also gave the Commonwealth Government the power to make laws on behalf of Aboriginal and Torres Strait Islander people.

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### 27 May - 3 June – National Reconciliation Week

In 1996, [National Reconciliation Week \(External\)](#) was initiated to provide a special focus for nationwide activities. The week is a time to reflect on achievements so far and the things we still need to do to achieve reconciliation.

National Reconciliation Week offers people across Australia the opportunity to focus on reconciliation, to hear about the cultures and histories of Australia's Aboriginal and Torres Strait Islander peoples, and to explore new and better ways of meeting challenges in our communities.

The Week is timed to coincide with two significant dates in Australia's history, which provide strong symbols of our hopes and aims for reconciliation: 27 May and 3 June.

### **3 June - Mabo Day**

Mabo Day marks the anniversary of the High Court of Australia's judgement in 1992 in the Mabo case. This is a day of particular significance for Torres Strait Islander Australians.

Eddie 'Koiki' Mabo's name is synonymous with native title rights. His story began in May 1982 when he and fellow Murray (Mer) Islanders David Passi, Sam Passi, James Rice and Celuia Salee instituted a claim in the High Court for native title to the Murray (Mer) Islands in the Torres Strait.

The claim was made against the State of Queensland, which responded by seeking to legislate to extinguish retrospectively any native title on the Islands. This was challenged in the High Court on the grounds it was inconsistent with the 1975 Racial Discrimination Act. The High Court, in an historical judgement, delivered on 3 June 1992, accepted the claim by Eddie Mabo and the other claimants that their people (the Meriam people) had occupied the Islands of Mer for hundreds of years before the arrival of the British. The High Court found the Meriam people were 'entitled as against the whole world to possession, occupation, use and enjoyment of lands in the Murray Islands.' The decision overturned a legal fiction that Australia was terra nullius (a land belonging to no one) at the time of British colonisation.

### **1 July - Coming of the Light**

This is a particular day of significance for Torres Strait Islander Australians. It marks the day the London Missionary Society first arrived in the Torres Strait. The missionaries landed at Erub Island on 1 July 1871.

Religious and cultural ceremonies are held by Torres Strait Islander Christians across the Torres Strait and on the mainland to commemorate this day.

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### **NAIDOC Week**

[NAIDOC WEEK \(External\)](#) runs annually in the first full week of July.

National Aborigines and Islanders Day Observance Committee (NAIDOC) Week celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people. NAIDOC is celebrated not only in Indigenous communities, but by Australians from all walks of life. The week is a great opportunity to participate in a range of activities and to support your local NAIDOC celebrations and the Aboriginal and Torres Strait Islander community.

#### **4 August - National Aboriginal and Torres Strait Islander Children's Day**

[National Aboriginal and Torres Strait Islander Children's Day \(External\)](#), and the week leading up to it, is a time to for Aboriginal and Torres Strait Islander families to celebrate the strengths and culture of their children. The day is an opportunity for all Australians to show their support for Aboriginal children, as well as learn about the crucial impact community, culture and family play in the life of every Aboriginal and Torres Strait Islander child.

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#### **9 August - International Day of the World's Indigenous Peoples**

The [International Day of the World's Indigenous Peoples \(External\)](#) is observed on August 9 each year to promote and protect the rights of the world's indigenous population. This event also recognises the achievements and contributions Indigenous people make to improve world issues such as environmental protection. It was first pronounced by the General Assembly of the United Nations in December 1994, marking the day of the first meeting of the UN Working Group on Indigenous Populations of the Sub-commission on the Promotion and Protection of Human Rights, in 1982.

#### **5 September - Indigenous Literacy Day**

[Indigenous Literacy Day \(External\)](#) aims to help raise funds to raise literacy levels and improve the lives and opportunities of Indigenous Australians living in remote and isolated regions. Support is requested to buy books and literacy resources for children in these communities.

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#### **13 September - Anniversary of the UN Declaration on the Rights of Indigenous People**

The [United Nations Declaration on the Rights of Indigenous Peoples \(External\)](#) was adopted by the United Nations General Assembly during its 61st session at UN Headquarters in New York City on 13 September 2007.

## **Contact us**

The NDIA welcomes feedback on our Aboriginal and Torres Strait Islander Employment Strategy. For more information about the development of this publication, or to request an alternative format, contact us through [Inclusionanddiversity@ndis.gov.au](mailto:Inclusionanddiversity@ndis.gov.au)

